

ANNUAL REPORT

20
25



INNOVATION



DIGNITY



RESILIENCE

©International Rescue Committee (IRC) - Bangladesh

This document is a formal publication of the International Rescue Committee (IRC) in Bangladesh. All rights are reserved; however, the document may be free reviewed, quoted, reproduced or translated, in part or in full provided that the source is acknowledged.

Published: May, 2026

Report timeline: October 2024 – September 2025

Developed by

Advocacy & Communication Department- IRC Bangladesh

Photographs by

International Rescue Committee Bangladesh

Design and Illustration

Syed Md Taffim/Magnifier Creatives

Address:

International Rescue Committee
APT: A4, SAMAD ABODE
House: CEN D(3), Road 95,
Gulshan 2, Dhaka – 1212
Phone: +8802-8881453
Website: rescue.org

ACKNOWLEDGEMENT

We sincerely thank all sector leads for their valuable contributions and thoughtful reviews throughout the drafting process. We also extend our appreciation to the Advocacy and Communications team for providing compelling photographs for the Annual Report 2025 and helping bring its stories and achievements to life.

The International Rescue Committee (IRC) Bangladesh expresses its sincere gratitude to Shabira Sultana Nupur, Head of Advocacy and Communications, for leading the development of the Annual Report 2025. Her close coordination with sector leads and dedicated stewardship throughout the drafting process played a pivotal role in shaping this report.

We also acknowledge the Deputy Director of Programs (DDP) for providing critical technical oversight and review. Finally, we extend our heartfelt thanks to Hasina Rahman, Country Director, for her strategic guidance and final approval of the report.

CONTENT

SECTION 1 | OVERVIEW

Country Director's Message	05
About IRC Bangladesh	06
Our Footprints	07
2025 Coverage	08

SECTION 2 | SECTORAL IMPACT

Integrated Protection	09
Women's Protection & Empowerment (WPE)	10
Protection & Rule of Law	12
Child Protection	14
Health	16
Economic Recovery & Development (ERD)	18
Education	20
Emergency Preparedness & Response	22
ShuBaSh (Living Happily Together) Consortium	24
INSPIRE	25
Assisted Passage Program	27

SECTION 3 | FUNCTIONS & ACCOUNTABILITY

Partnerships-Advancing Locally Led Humanitarian Action	28
Donor Grants & Projects	29
Enabling Impact Through People, Integrity, and Operations	31
Strengthening Collective Advocacy & Strategic Communications	32
Financial Report	33

ACRONYMS

ADSP	Asia Displacement Solutions Platform
AAP	Anticipatory Action Plan/ Accountability to Affected Populations
AI	Artificial Intelligence
CBP	Community-Based Protection
CHW	Community Health Worker
CSO	Civil Society Organization
ECW	Education Cannot Wait
ECD	Early Childhood Development
EMAP+	Engaging Men and Boys in Accountable Practices Plus
ERD	Economic Recovery and Development
ERICC	Education Research in Crisis Contexts
FCDO	Foreign, Commonwealth & Development Office
FY2025	Fiscal Year 2025
GBV	Gender-Based Violence
ICR	Indirect Cost Recovery
ICS	Incident Command System
INSPIRE	Integrated Services for Peace, Resilience and Empowerment for Rohingya & Host Communities
IRC	International Rescue Committee
IT	Information Technology
IVR	Interactive Voice Response
L2E	Learn-to-Earn
LAPA	Locally Led Climate Adaptation
MCIM	Mass Casualty Incident Management
MDM	Mobile Device Management
MEAL	Monitoring, Evaluation, Accountability, and Learning
MHPSS	Mental Health and Psychosocial Support
MMT	Mobile Medical Team
MPCC	Multipurpose Community Centre
NCD	Non-Communicable Disease
NEAR	Network for Empowered Aid Response
PHCC	Primary Health Care Centre
ROCT	Refugee Operations Coordination Team
RRNRP	Rohingya Response and National Resilience Programme
SEG	Strategic Executive Group
SIDA / Sida	Swedish International Development Cooperation Agency
ShuBaSh	Living Happily Together
SRH	Sexual and Reproductive Health
SRHR	Sexual and Reproductive Health and Rights
VSLA	Village Savings and Loan Association(s)
WASH	Water, Sanitation, and Hygiene
WGFS	Women and Girl-Friendly Space
WGSS	Women and Girls Safe Space
WPE	Women's Protection & Empowerment



Message

COUNTRY DIRECTOR'S

A Year of Resolve in a Protracted Crisis

2025 underscored the protracted and complex nature of the Rohingya crisis in Bangladesh. Nine years into displacement, global funding cuts, rising protection risks, and climate shocks, including floods, landslides, heatwaves, and cyclones, made humanitarian action more challenging than ever.

Yet this was also a year of resolve. IRC prioritized resilience over scale, integration over fragmentation, and community leadership over top-down delivery. Despite unprecedented pressures, we safeguarded lifesaving services, ensuring safe births, child protection, access to justice, and essential support for vulnerable communities.

Throughout the year, we advanced innovative approaches, including partner-led health models, digital education, climate-smart livelihoods, and anticipatory planning, demonstrating that quality and cost-effectiveness can go hand in hand. At the center of our work was dignity: empowering women, adolescents, and local partners to lead and shape solutions, even amid uncertainty.

The crisis continues, and climate risks are expected to intensify. Yet 2025 reaffirmed a critical truth: when communities are trusted, systems are integrated, and innovation is accountable, humanitarian action can endure and adapt.

We extend our deepest gratitude to the Rohingya and Bangladeshi host communities, the Government of Bangladesh, and our dedicated partners and staff for their continued trust, leadership, and commitment. We also sincerely acknowledge the generous support of our donors whose contributions sustained the IRC's Rohingya Response Program in Cox's Bazar throughout 2025. Their partnership made it possible to deliver lifesaving assistance, strengthen resilience, and uphold dignity for communities affected by one of the world's most protracted humanitarian crises.

Hasina Rahman

Country Director, IRC Bangladesh

ABOUT IRC

The International Rescue Committee responds to the world's worst humanitarian crises, helping people whose lives and livelihoods are shattered by conflict, disaster, and displacement to survive, recover, and regain control of their future.

IRC began operations in Bangladesh in 2017 in response to the mass influx of Rohingya refugees into Cox's Bazar. Since then, IRC has expanded its presence across refugee camps and climate-vulnerable Bangladeshi communities, including southern Bangladesh, delivering integrated, evidence-based programs that save lives, protect rights, and strengthen resilience.

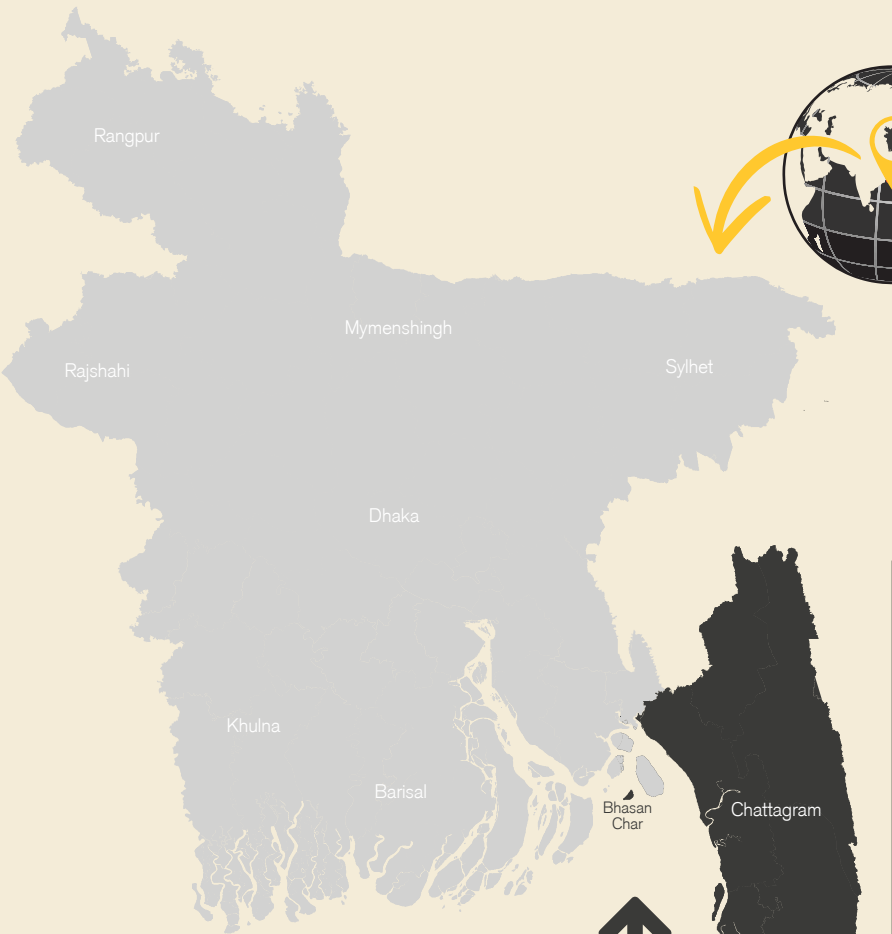
Our Approach in 2025

Integrated, multi-sector programming across health, nutrition, protection, education, Economic recovery & livelihoods, and emergency response

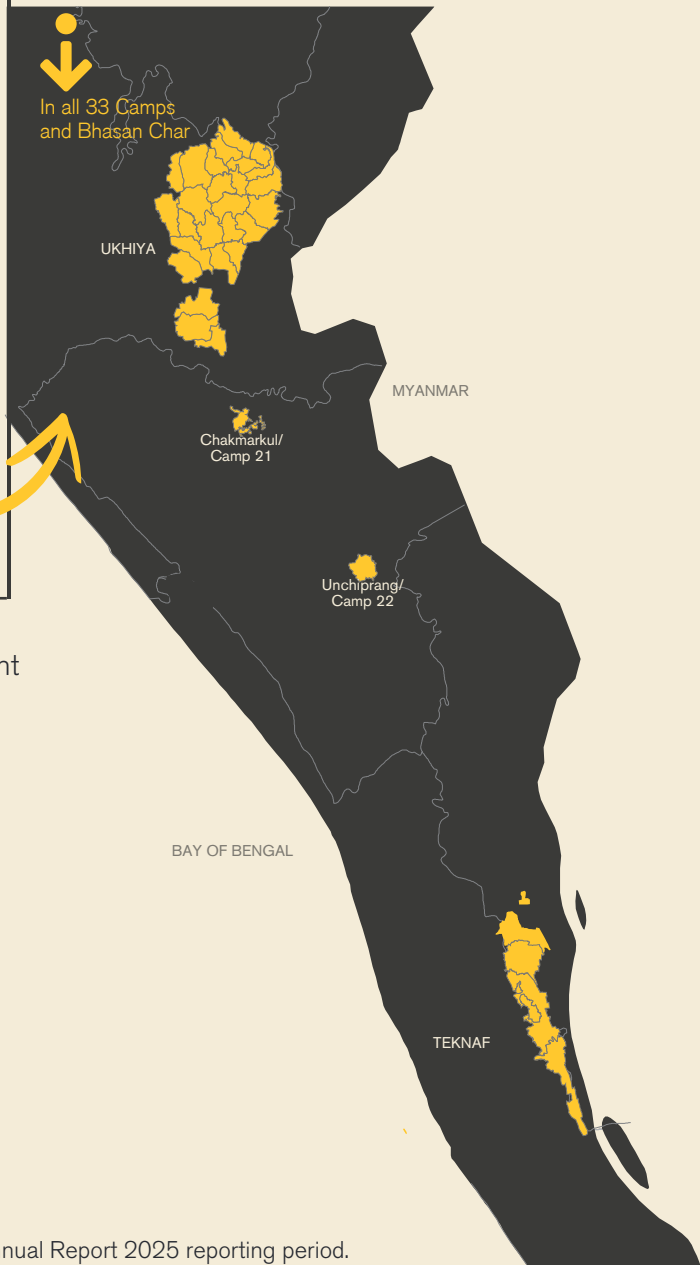
- ▶ Community-anchored and partner-led delivery aligned with localization and IRC's Strategy 100
- ▶ Climate-responsive design and anticipatory action
- ▶ Evidence-driven innovation prioritizing cost-effectiveness and quality
- ▶ Advocacy and policy engagement to amplify community voices, promote protection and rights, and influence humanitarian responses for displaced and vulnerable populations



OUR FOOTPRINTS







IRC PRESENCE IN COX'S BAZAR REFUGEE CAMPS



IRC PRESENCE IN BANGLADESH



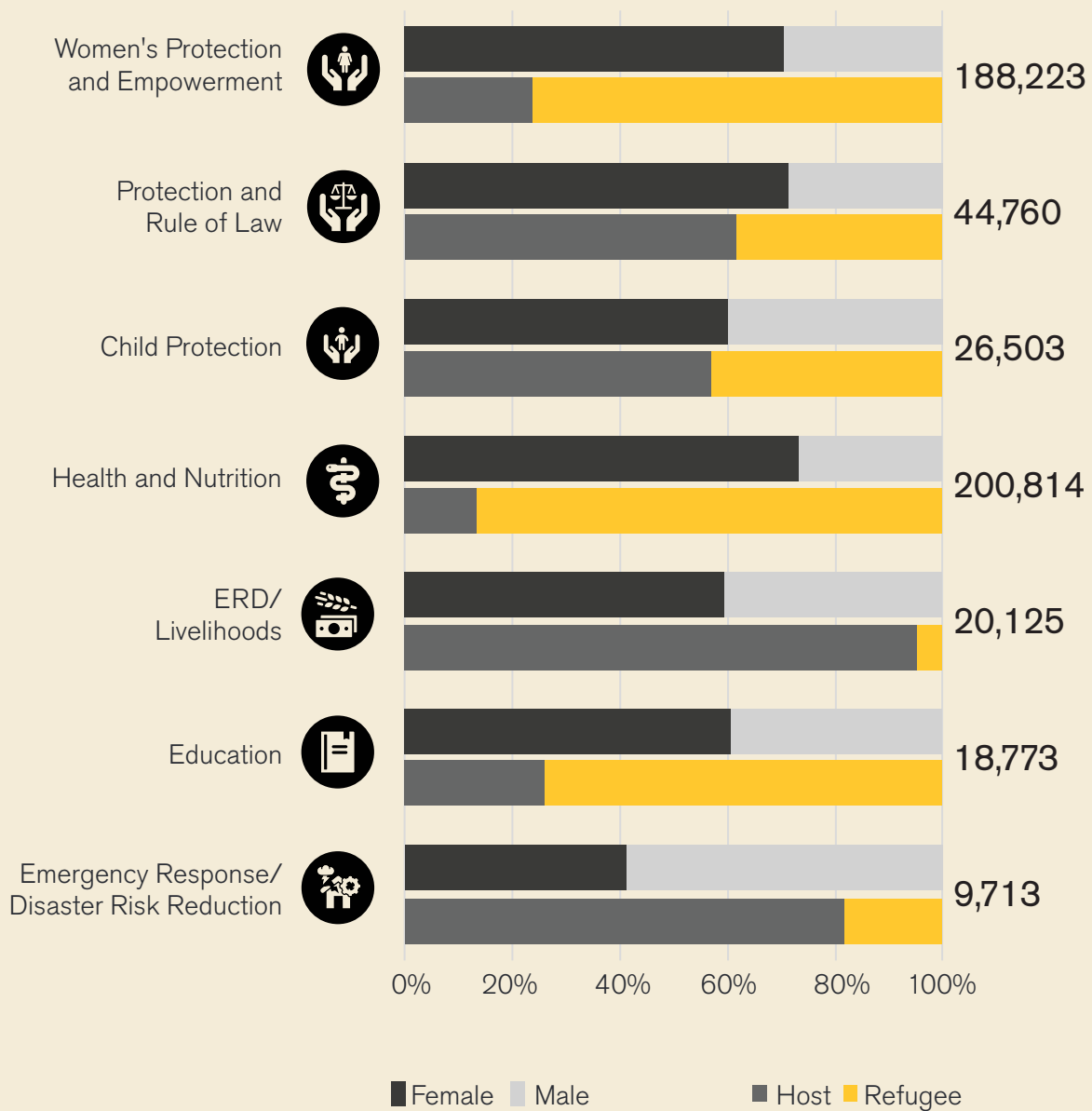
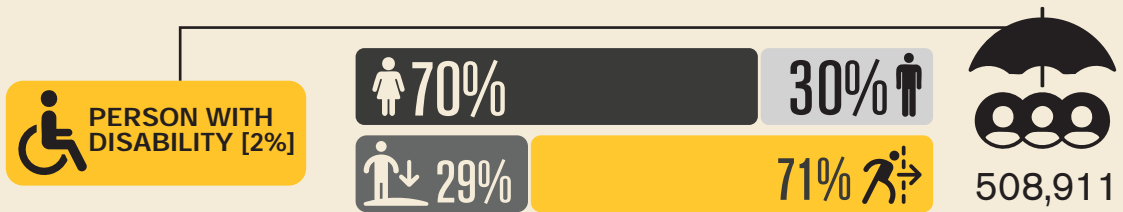
SECTORS WE COVER

-  Women's Protection and Empowerment
-  Protection and Rule of Law
-  Child Protection
-  Health and Nutrition
-  ERD/Livelihoods
-  Education
-  DRR/ Emergency Response



*This map reflects IRC's operational presence during the Annual Report 2025 reporting period.

2025 COVERAGE





Integrated Protection:

Innovation and Dignity at the Center of Humanitarian Action

In 2025, IRC Bangladesh continued responding to the protracted Rohingya humanitarian crisis and the growing vulnerabilities faced by host communities in Bangladesh. Across refugee camps and surrounding communities, displacement, climate shocks, economic hardship, insecurity, and social tensions increased protection risks for women, children, adolescents, and marginalized groups.

In this context, protection was not treated as a standalone sector. It became the foundation of all programming and a key driver of dignity, resilience, and innovation. IRC embedded protection principles across health, education, livelihoods, nutrition, emergency preparedness, and community engagement to ensure people could safely access support while preserving agency, trust, and choice.

IRC's integrated protection approach recognized that humanitarian risks are interconnected. A survivor of gender-based violence or any kind of violence may also require healthcare, psychosocial support, legal information, shelter, and economic assistance. A child facing exploitation may also be affected by poverty, interrupted learning, family stress, and displacement. By linking services and strengthening coordinated referral pathways, IRC ensured vulnerable individuals received holistic support addressing both immediate risks and root causes.

As the Rohingya response continues into 2026 and beyond, IRC Bangladesh is increasingly focused on innovative, community-led, and sustainable protection systems that strengthen resilience and restore dignity even in highly constrained environments.

Protection Monitoring and Analysis: Turning Evidence into Action

Protection monitoring and analysis remained central to IRC Bangladesh's humanitarian response in 2025. Through community engagement, incident tracking, feedback systems, and frontline observations, IRC gathered real-time information on protection risks affecting refugees and host communities, including gender-based violence, child marriage, psychosocial distress, exploitation, movement restrictions, and barriers to accessing services.

Monitoring was conducted through trained staff, volunteers, women- and girl-friendly spaces, child protection structures, and community protection committees. These systems enabled IRC to identify emerging risks early, understand changing community dynamics, and adapt programming quickly in response to community needs.

Protection analysis directly informed action across sectors:

- 1 | Health teams adapted outreach and referral systems for women and adolescent girls
- 2 | Child protection teams prioritized high-risk areas experiencing rising child marriage and psychosocial distress
- 3 | Emergency teams integrated protection-sensitive approaches into preparedness activities
- 4 | Economic recovery interventions targeted households facing heightened protection risks linked to financial vulnerability
- 5 | Community-based protection structures expanded in locations facing increasing insecurity and social tension

This evidence-driven approach strengthened accountability, responsiveness, and operational agility while ensuring community voices shaped humanitarian decisions.



Women's Protection and Empowerment (WPE)

Changing Norms, Expanding Choices, Strengthening Safety

At sixteen, Ayesha believed her future had already been decided. Marriage would come early, and school would quietly end. In 2025, through participation in an IRC-supported Women- and Girl-Friendly Space, she joined discussions on respect, consent, leadership, and shared responsibility. Boys and young men participated as well. When her family later discussed marriage, Ayesha confidently advocated for continuing her education—and her family listened.

Her story reflects a broader shift taking place through IRC Bangladesh's Women's Protection and Empowerment programming: moving beyond response toward long-term social change.

“

The space is where I can speak freely and be heard.”
— **Rohingya woman**

Why WPE Matter

Women and girls across Rohingya camps and host communities continued facing heightened risks, including gender-based violence, child marriage, restricted mobility, economic dependence, and exclusion from decision-making. Climate shocks and economic stress increased household tensions and harmful coping mechanisms, while funding reductions placed additional pressure on already limited protection services.

IRC positioned WPE not only as a protection intervention, but as essential to health, education, child well-being, and community resilience.

“

I learned that respect is strength, not control.”
— **Adolescent boy**



Innovation in Practice

In 2025, IRC expanded the Engaging Men and Boys in Accountable Practices Plus (EMAP+) model for adolescents, young men, and mixed community groups. Through structured dialogue and reflection, participants explored power, consent, non-violence, and shared responsibility within families and communities.

Women- and Girl-Friendly Spaces also evolved into integrated support hubs where women and girls could safely access psychosocial support, sexual and reproductive health referrals, legal information, and livelihoods pathways through one coordinated system. This reduced stigma, strengthened trust, and improved access to care.

Rather than focusing only on survivors, IRC invested in prevention by engaging communities collectively. Religious leaders, facilitators, volunteers, women, girls, men, and boys participated in culturally sensitive discussions around dignity, equality, and safety.

Impact and Progress

In 2025, 188,223 women, girls, and adolescents accessed safe spaces and protection services. Increased reporting and help-seeking behavior reflected growing trust in protection systems, while EMAP+ participants demonstrated positive shifts in attitudes toward gender equality and non-violent conflict resolution.

Girls reported greater confidence in continuing education and participating in community life, while caregivers described improved communication and reduced conflict within households.

Key achievements included:

- 1 | Expansion of EMAP+ to adolescent and mixed-gender groups
- 2 | Stronger integration between WPE, health, psychosocial support, and protection services
- 3 | Increased community acceptance of discussions on gender equality and non-violence
- 4 | Improved referral pathways linking survivors to health, legal, and protection support

“

Now we discuss problems instead of using anger.”
— **Male caregiver, host community**

Challenges and the Way Forward

Deeply rooted social norms, insecurity, and funding constraints continued to limit women's mobility and access to services. In 2026, IRC Bangladesh will continue expanding adolescent-focused prevention programming, strengthen evidence generation for advocacy, and deepen integrated service delivery models that place dignity and community ownership at the center of protection.



Protection & Rule of Law

Restoring Dignity Through Access, Trust, and Justice

For years, Salma avoided community meetings after a dispute with a neighbor escalated into threats and intimidation. In 2025, with support from an IRC-trained volunteer, she accessed legal information and mediation support. The conflict was resolved peacefully, restoring not only safety, but confidence in community systems.

Her experience reflects the core of IRC Bangladesh's Protection & Rule of Law programming: making protection and justice accessible, trusted, and community-centered.



I didn't know my rights and where to go before. Now I know my rights.
— **Rohingya women**

Why Protection and Rule of Law Matter

As displacement became more prolonged and resources more limited, protection risks intensified across camps and host communities. Women, children, persons with disabilities, and marginalized groups faced increasing barriers to justice, safe reporting systems, and reliable information.

Misinformation, fear, and mistrust often discouraged people from seeking help. IRC therefore prioritized community-based protection systems that strengthened both prevention and response.



Innovation in Practice

IRC expanded integrated Community-Based Protection (CBP) models linking legal empowerment, mediation, peacebuilding, and community awareness. Community Protection Committees and trained volunteers identified risks early, resolved disputes before escalation, and connected vulnerable individuals to specialized support.

Protection monitoring and analysis remained central to this work. Real-time information gathered through community engagement enabled IRC to identify emerging trends, adapt referral pathways, and prioritize high-risk groups and locations.

Rather than positioning protection as a standalone service, IRC embedded protection knowledge and problem-solving capacity within communities themselves. This shifted protection from reactive case management toward collective responsibility and prevention.

Impact and Progress

In 2025, 44760 individuals accessed protection, legal information, and case management services through IRC Bangladesh programs. Improved referral systems increased access to GBV, child protection, and legal support, while mediation initiatives reduced the escalation of community disputes. Communities also demonstrated greater confidence in non-violent conflict resolution and stronger trust in local protection mechanisms.



We solve problems through discussion, not confrontation."

—Community Protection Committee member

Key achievements included:

- 1 | Expansion of community-based protection structures across camps and host communities
- 2 | Strengthened integrated case management and referral systems
- 3 | Improved coordination between Protection, WPE, and Child Protection teams
- 4 | Increased community engagement in mediation and peacebuilding initiatives



Having legal information helped us avoid conflict."—**Host community participant**

Challenges and the Way Forward

Persistent insecurity, fear of retaliation, stigma, and legal barriers continued limiting reporting and access to support. Funding pressures also affected staffing and geographic coverage.

In 2026, IRC Bangladesh will expand community-led mediation and peacebuilding, strengthen digital legal information platforms, and enhance collaboration to improve access to justice. Protection will remain integrated across all sectors, supported by stronger early warning, monitoring, and cross-border data use to respond to displacement and emerging risks. IRC Bangladesh will strengthen partnerships to better prevent and respond to trafficking, ensuring survivor-centered support across camps and host communities.



Child Protection

Protecting Childhood Through Integrated Care

At fourteen, Somira felt displacement had taken away her future. Through IRC-supported psychosocial support groups and life-skills sessions, she rebuilt confidence, returned to learning, and began speaking openly about her goals.

Her story reflects IRC Bangladesh's child protection approach: protecting children not in isolation, but within families, systems, and communities.

“

The space is where I can speak freely and be heard.”

— **Rohingya woman**

Why Child Protection Matters

Children across Rohingya camps and host communities faced heightened risks of child marriage, neglect, psychosocial distress, exploitation, and family separation in 2025. Economic hardship, climate shocks, and prolonged displacement increased pressure on caregivers and weakened traditional support systems.

IRC recognized that fragmented services could not adequately protect children. Effective child protection required coordinated support linking mental health, family support, economic stability, and protection services.



Innovation in Practice

In 2025, IRC strengthened an integrated child protection case management model connecting Child Protection, GBV, Economic Recovery, and Emergency Response services into unified care pathways.

IRC Bangladesh strengthened child protection by connecting community-based services, government systems, and family support into one coordinated protection approach. In 2025, IRC signed a Memorandum of Understanding (MoU) with the Department of Social Services under the Ministry of Social Welfare to strengthen local child protection systems and improve coordinated responses for vulnerable children.

Working closely with local authorities, social welfare departments, community leaders, and caregivers, IRC supported safer referral pathways, strengthened community awareness, and improved access to protection and psychosocial support services for children at risk of violence, exploitation, neglect, child marriage, and online harm.

As children increasingly face risks both offline and online, IRC integrated digital safety and online protection awareness into community engagement and child-focused programming. This helped caregivers, adolescents, and communities better identify harmful online behaviors and strengthen protective practices for children.

By linking institutional partnerships with community-led prevention and family-centered support, IRC advanced a more sustainable and dignified child protection system that will continue strengthening beyond 2025.



I now know how to support my child without fear or anger. —**Caregiver, host community**

Impact and Progress

In 2025, IRC supported 26503 individuals both in refugee camps and host communities through child protection services. Children reported improved emotional well-being, resilience, and confidence, while caregivers demonstrated stronger coping strategies and safer parenting practices. Cross-sector referrals also improved the speed and quality of support for vulnerable families.

Key achievements included:

- 1 | Strengthened integrated child protection case management systems
- 2 | Prevention of child marriage through coordinated referrals and community engagement
- 3 | Expanded caregiver-focused interventions linking protection and livelihoods
- 4 | Improved coordination between Child Protection, WPE, and Economic Recovery teams



The caseworker helped us as a family, not just my child.—**Rohingya parent**

Challenges and the Way Forward

Rising caseloads, limited resources, and the complexity of cross-sector coordination continued to challenge frontline teams. Safeguarding confidentiality while sharing information across services also required continuous strengthening.

In 2026, IRC Bangladesh will expand integrated child protection programming, strengthen social work approaches, deepen community-based prevention, and promote meaningful child participation so children and adolescents can help shape safer communities. IRC will also strengthen advocacy and resource mobilization efforts to sustain quality child protection services and reinforce national and community-based protection systems. Protection-sensitive emergency preparedness will remain a priority to ensure continuity of care during future crises. Protecting children requires systems that strengthen families, value children's voices, and preserve dignity for the future.



Health

Holding the Line on Care When Systems Are Under Strain

A Moment That Defined 2025

When Rahima went into labor on a monsoon night in a Camp, Cox's Bazar, floodwaters had already cut off movement across the area. In earlier years, she would have waited in fear of the journey. In 2025, she called a Community Health Worker from her block. Within minutes, support was mobilized, referral transport was arranged, and she safely reached care. Rahima delivered her baby in dignity and safety. Her story reflects IRC Bangladesh's health response in 2025: when systems are under strain, community-led response sustains continuity of care.



When the clinic staff changed, I was afraid services would stop. But the health apa from our block guided me through everything."

— Rohingya mother



Even during floods, the midwife knew where to send us. Care didn't stop."

— Women from the host community

Why Health Matters

In 2025, health service delivery across Rohingya camps and host communities faced sustained pressure due to protracted displacement, funding instability, and climate shocks, including flooding, landslides, and heat stress. These disruptions disproportionately affected pregnant women, newborns, adolescents, older persons, and individuals requiring mental health and psychosocial support. Sudden funding reductions further strained frontline services, increasing the risk of service interruptions. In this context, continuity, trust, and adaptability became central to IRC's health response.



Innovation in Practice: Delivering Care Under Constraint

1 | Community-Led Health Service Delivery Through Partners

IRC transitioned to a partner-led, community-anchored health service delivery model. Community Health Workers, trained and mentored by IRC, became the first point of care within communities. They provided household-level health promotion, early identification of high-risk pregnancies, referral for facility-based care, and emergency response coordination. This ensured continuity of care even when facility access was disrupted.

2 | Midwife SWAP Model for Maternal Care Continuity

To strengthen maternal and newborn health service delivery, IRC introduced the Midwife SWAP model, rotating midwives between primary health facilities and Women- and Girl-Friendly Spaces. This improved clinical continuity, strengthened referral systems, and ensured maternal health services remained accessible during climate and access disruptions.

3 | Continuity of Mental Health and Psychosocial Support

Mental health and psychosocial support services were sustained through strengthened referral systems and uninterrupted medication supply in coordination with partners. This ensured continuity of care for individuals with severe mental health conditions despite operational constraints.

4 | Integrated Nutrition within Health Service Delivery

Nutrition services were integrated into maternal and child health service delivery. Pregnant and lactating women, as well as caregivers of young children, received routine counselling and screening, with malnutrition cases referred for specialized treatment.

5 | Strengthening Non-Communicable Disease Services

IRC advanced integrated care for diabetes and hypertension through two complementary initiatives. A research-based model supported structured patient follow-up and self-care in selected camps, while a complementary programme expanded screening, diagnosis, and treatment services. These efforts strengthened early detection, improved continuity of care for chronic conditions, and reinforced a more system-based response to long-term health needs in humanitarian settings.

Impact and Progress

- In 2025, 200,814 clients accessed IRC community health, nutrition, and mental health and psychosocial support services across Rohingya camps and host communities, reflecting sustained access to essential care despite system disruptions.
- High-risk pregnancies were identified and referred for appropriate care. Safe deliveries were supported, including emergency referrals. Clients also received uninterrupted mental health and psychosocial support treatment, ensuring continuity for those with severe needs.
- Health service delivery became more community-driven and accessible. Women sought care earlier, communities played a stronger role in identifying risks and supporting referrals, and mental health clients experienced improved continuity of treatment.

Key achievements

- 1 | Transition to partner-led, community-anchored health service delivery
- 2 | Strengthened maternal and newborn referral systems
- 3 | Maintained continuity of mental health and psychosocial support services during funding disruptions
- 4 | Expanded integrated nutrition and non-communicable disease services
- 5 | Improved trust between communities, partners, and health facilities

Challenges and the Way Forward

Frontline service reductions, partner capacity gaps, and climate-related access disruptions continued to challenge health service delivery in 2025. These required rapid adaptation, continuous mentoring, and strengthened quality assurance systems.

In 2026, IRC Bangladesh will further strengthen partner capacity through enhanced supervision models and expand integrated nutrition services, including severe acute malnutrition treatment in selected facilities. Climate resilience and WASH integration will be further embedded into health service delivery to ensure continuity during future shocks.

IRC will also continue advocating for sustained investment in primary health care, maternal health, mental health, and chronic disease management as core humanitarian priorities.

The experience of 2025 reaffirmed a critical lesson: when communities are trusted and systems are decentralized, health care continues, even in crisis.

“My medicine never stopped. That helped me stay calm and work again.” —MHPSS client



Economic Recovery & Development (ERD)

From Survival to Self-Reliance, Building Dignified Livelihoods in Crisis

Turning Assistance into Opportunity

When Rajo Das Sharma received multipurpose cash assistance after months of struggling to sustain her small grocery shop, she did not see it as charity. She saw it as a chance to rebuild. Within weeks, she restocked her shop, regained customers, and restored her household income.

Her story reflects IRC Bangladesh's ERD approach in 2025: supporting people not only to cope with shocks, but to recover with dignity and choice.



The cash support helped me grow my shop and support my children."

— Male participant, Teknaf

Why Economic Recovery Matters

Economic vulnerability deepened across Rohingya camps and host communities in 2025. Inflation, climate shocks, and reduced livelihood opportunities weakened household resilience. Women-headed households, youth, and informal workers were particularly affected, while climate-sensitive livelihoods such as agriculture and fisheries experienced repeated disruption.

In this context, economic recovery was essential to sustaining dignity and stability. Without income security, households faced increased reliance on negative coping strategies, and gains in protection, health, and education risked reversal. ERD therefore remained central to resilience-building across communities.



Innovation in Practice:

Linking Skills, Finance, and Climate Resilience

1| Learn-to-Earn Pathways

IRC implemented Learn-to-Earn (L2E) programming, combining vocational skills with financial and business literacy. Refugees and host community members, particularly women and youth, accessed training in trades such as tailoring, repair services, and small enterprise development. These trainings were directly linked to market opportunities and apprenticeships with local enterprises, creating clear pathways from skills development to income generation and employment.

2| Climate-Smart and Adaptive Livelihoods

To strengthen resilience, IRC supported climate-smart agriculture, homestead food production, and adaptive livelihood practices. Households were supported with improved techniques, inputs, and practical demonstrations to reduce climate-related income losses and strengthen food security. Community-based delivery approaches ensured access even during periods of mobility and climate-related disruption.

3| Digital Financial Inclusion

IRC expanded Digital Village Savings and Loan Associations (VSLAs), strengthening transparent savings systems and women's financial participation. Digital tools improved group management, financial tracking, and accountability, while strengthening household-level financial resilience. These systems were delivered through community structures to ensure accessibility and continuity in different operating contexts.

“Now I can earn and plan for the future.” —Youth apprentice, host community

Impact and Progress

In 2025, 20,125 clients accessed ERD support, strengthening household resilience across camps and host communities.

- Households demonstrated improved income stability and coping capacity.
- Youth completed vocational training and apprenticeships linked to work opportunities
- Farmers adopted climate-resilient practices to reduce livelihood risks
- Women participated in savings groups, strengthening financial leadership and decision-making

Overall, households reported improved food security, reduced reliance on harmful coping mechanisms, and increased confidence in planning for the future.



Saving together gives us strength.”

—VSLA member, Rohingya camp

Challenges and the Way Forward

Economic recovery and development programming in 2025 operated in a constrained environment shaped by inflation, climate shocks, and limited and unpredictable funding. These factors affected the scale and continuity of some interventions, requiring prioritization and adaptive programming.

In 2026, IRC Bangladesh will expand vocational training and apprenticeships, strengthen digital financial systems, and scale climate-resilient livelihood models. Greater focus will be placed on women and youth economic inclusion, alongside stronger market linkages and value chain development. Economic recovery is not only a pathway to income. It is a foundation for dignity, stability, and long-term resilience.



Education

Learning in Crisis—Empowering Children and Communities

Turning Innovation into Learning

Nine-year-old Jaidah (pen name) once lived in isolation in camp Cox's bazar due to her intellectual disability, excluded from classroom learning and peer interaction. After enrolling in an IRC-supported learning centre, she began to learn, participate, and engage with others. Over time, she developed foundational literacy and numeracy skills, gained confidence, and started sharing learning at home. Her mother describes this change as a shift from exclusion to pride. Jaidah's story reflects IRC Bangladesh's 2025 vision: education as a pathway to dignity, inclusion, and resilience in crisis contexts.



It feels magical. With just a little effort and no extra cost, listening to weekly IVR calls and remote support, I can make my child happy and support their development. I never thought this was possible." — Mother, Rangabali Union, Patuakhali

Why Education Matters

In 2025, children and adolescents in Rohingya camps, host communities and southern Bangladesh continued to face disrupted learning due to displacement, climate shocks, and limited access to structured education. Early childhood development, foundational learning, and teacher capacity were constrained by infrastructure gaps, language barriers, and uneven caregiver engagement. In this context, education remained more than a service. It functioned as a protective system that supports children's cognitive, social, and emotional development while safeguarding long-term opportunities in crisis-affected settings.



Innovation in Practice: Five Integrated Approaches

1| Play-Based Early Learning

IRC delivered culturally relevant, play-based early learning for young children using low-cost, locally adapted materials. Caregivers were actively engaged in learning processes, strengthening early cognitive development and improving understanding of responsive caregiving and child well-being.

2| Digital Learning and Teacher Support

AI-enabled tools and digital learning platforms supported teachers with lesson guidance, classroom strategies, and real-time problem-solving support. This strengthened instructional quality and reduced reliance on repeated in-person training, improving consistency in classroom delivery.

3| Remote and Community-Based Learning

Interactive voice-based learning and community-supported delivery models enabled continued access to structured learning content through basic mobile phones and local facilitators. This ensured learning continuity for children and caregivers in remote, mobile, and climate-affected areas.

4| Strengthening Education Systems and Digital Safeguards

IRC strengthened secure digital systems for education delivery, including device management and standardized platforms. This improved data protection, accountability, and safe use of digital tools across education programming, including delivery, monitoring, and learning support.

5| Evidence, Learning, and System Strengthening

IRC leads the Education Research in Crisis Contexts (ERICC) initiative, generating evidence to strengthen education responses in crisis settings. In Bangladesh, the programme focuses on Cox's Bazar as a priority context, addressing gaps in systematic evidence on education for both Rohingya and host community learners.

In collaboration with education sector actors, local authorities, and partners, IRC uses research findings to inform programming and policy dialogue. The ongoing longitudinal study in Rohingya camps continues to strengthen evidence-based education programming and system level decision making.

Impact and Progress

- In 2025, over 18,000 learners and caregivers accessed IRC-supported education interventions, reflecting sustained engagement in learning despite crisis conditions.
- Children demonstrated improved early learning outcomes, stronger participation in structured learning activities, and increased confidence. Caregivers became more engaged in supporting learning at home, while teachers reported improved instructional delivery and classroom management.

Challenges and the Way Forward

Limited early learning infrastructure, language barriers, and varying levels of digital literacy among caregivers and facilitators affected implementation in some areas. Funding constraints in 2025 also affected the scale and continuity of education interventions, requiring prioritization and adaptive delivery approaches.

In 2026, IRC Bangladesh will scale early learning interventions, expand inclusive digital education tools, strengthen teacher and language support systems, and further integrate education continuity into anticipatory action planning for climate and emergency shocks.

Education remains a cornerstone of dignity and resilience, ensuring that children continue to learn, grow, and thrive even in crisis contexts.



Emergency Preparedness and Response

From Risk to Readiness—Strengthening Action Before Crisis

Turning Innovation into Preparedness

Thirteen-year-old Nishat from Chakaria recalls how her family was confused during earlier cyclones due to unclear information. In 2025, after participating in IRC-supported digital literacy sessions, she learned how to access official early warning alerts. When the next cyclone warning came, she helped her family understand the situation and take timely action. Her experience reflects IRC Bangladesh’s focus on strengthening early action through community knowledge and preparedness.



With my training, I guide my family during cyclones and share updates with neighbors. It feels powerful to protect lives."

— Adolescent girl from Chakaria

Why Emergency Preparedness Matters

Bangladesh remains highly exposed to cyclones, floods, erosion, and other climate shocks. Communities in coastal areas and Rohingya camps face repeated disruption to safety, services, and daily life. Women, children, older people, and persons with disabilities are often the most affected due to limited access to timely information and safe evacuation options. Emergency preparedness is therefore essential to reduce harm and enable faster, safer community response during disasters.



Innovation in Practice: Integration, Technology, and Community Planning

1| Emergency Health Response Capacity (MCIM)

In collaboration with health sector partners, IRC strengthened emergency health response systems through standardized Mass Casualty Incident Management. A Training of Trainers model built a pool of trainers in Cox's Bazar to cascade skills to frontline teams, improving coordination, triage, and response during emergencies.

2| Digital Literacy for Early Warning

Adolescents were trained to access and share early warning information using mobile platforms. This strengthened their role in household and community preparedness and improved timely response during disasters.

3| Household and Community Preparedness Planning

Households developed simple emergency plans identifying risks, evacuation routes, shelters, and family roles. This strengthened local readiness and improved coordinated response during climate shocks.

4| Locally Led Climate Adaptation (LAPA)

In climate-affected coastal areas, IRC along with local government institutions and partners supported communities to develop local adaptation plans that reflect their own priorities and risks. These plans strengthen local decision-making and resilience in highly vulnerable areas.

Impact and Progress

- In 2025, 9,713 adolescents and community members were reached through emergency preparedness and early warning initiatives.
- Households strengthened preparedness through emergency planning, while health and community systems improved coordination during crisis response. Overall, communities reported better access to early warning information, stronger preparedness, and improved confidence in responding to disasters.

Challenges and the Way Forward

Limited access to digital tools, uneven coverage of early warning systems, and resource constraints affected the scale of preparedness activities. Strengthening integration of preparedness across sectors remains essential.

In 2026, IRC Bangladesh will expand community-based disaster preparedness, strengthen early warning systems, and further integrate anticipatory action across health, protection, WASH, and education to ensure faster and more coordinated response before crises occur.

ShuBaSh Consortium (Living Happily Together)

Comprehensive Integrated Multi-Sector Response for Rohingya Refugees and Host Communities in Cox's Bazar

ShuBaSh Consortium, led by IRC with support from partners across protection, nutrition, and health sectors, is the first fully integrated multi-sector programme in the Rohingya response in Cox's Bazar. The consortium brings together health, protection, nutrition and emergency preparedness under one coordinated approach, with a strong focus on localization and client-centered services.

In 2025, the programme continued to operate amid severe funding disruptions following the suspension of U.S. government funding, alongside increasing climate-related shocks. Despite these challenges, partners and communities worked together to sustain lifesaving services and maintain continuity of care.

A defining feature of ShuBaSh was its shift toward a community-anchored, partner-led model, where trained community health workers and volunteers became the first line of response. This ensured continuity of essential services, including maternal care, emergency referrals, mental health support, protection messaging, and targeted nutrition services.

The consortium also strengthened integrated case management across sectors, ensuring that vulnerable individuals received coordinated support rather than fragmented services. Community-based protection systems, mobile outreach, and simplified service delivery models helped maintain access during periods of disruption.

In 2025, despite constraints, the programme reached large numbers of people through

“

I can speak up now—and help other women too. — **A Rohingya woman**



“

Without the clinic, our lives are at risk.
— **Client who received treatment from a health facility in the camp**

adapted and efficient approaches. Communities increasingly relied on trained volunteers and frontline workers as trusted first responders, strengthening local ownership and resilience.

The year was marked by significant challenges, including funding gaps, service interruptions, and the need for rapid restructuring across sectors. These required continuous adaptation, strong partner coordination, and flexible programming.

The ShuBaSh Consortium will build on the 2025 experience by expanding newborn care and nutrition counseling, mental health first aid for community health workers, digitizing psychosocial support, scaling community-led protection networks, and strengthening integration across health, nutrition, and protection. The consortium will also advocate for multi-year, flexible funding and expand nutrition and food security activities to reduce relapse and improve complementary feeding at scale.



INSPIRE (Integrated Services for Peace, Resilience and Empowerment for Rohingya and Host Communities)

Integrated Action in Crisis. From Evidence to Impact

Mohammed Rafik, a Rohingya refugee in camp living with disability and mental health challenges, struggled to access services and faced growing vulnerability. Through an IRC Multipurpose Community Centre, he received coordinated support, mental health care, health referral, and protection assistance, along with community follow-up.

“The support came at the right time,” he said. “My life feels more stable now.”

His story reflects INSPIRE’s DFAT-supported approach of integrated services, addressing overlapping risks together rather than in isolation. Through this model, IRC reached 63,721 crisis-affected people in under 10 months, linking protection, health, education, livelihoods, and disability inclusion into one coordinated system that improved safety and resilience.

Why INSPIRE Matters

In Cox’s Bazar, households face overlapping risks, food insecurity, protection threats, health needs, disability barriers, and climate shocks. These pressures reinforce one another and push families toward harmful coping strategies such as child labour, early marriage, unsafe migration, and asset depletion. This was further compounded in 2025 by funding uncertainties, which increased pressure on already stretched services.

INSPIRE responded by shifting from fragmented service delivery to an integrated, protection-led approach. Protection case management served as the entry point to multiple services, ensuring households received coordinated, timely support based on their needs and risk profiles.



Innovation in Practice:

1| Co-located Services for Survivors and Vulnerable Groups

GBV case management, health services, psychosocial support, and SRH services were delivered from shared locations, reducing delays, stigma, and missed referrals while ensuring survivor-centred care.

2| Multipurpose Community Centres (MPCCs)

MPCCs served as integrated access points for protection, child protection, livelihoods, disability inclusion, and information services, enabling households to access multiple services through one coordinated system.

3| Community Protection Committees as Referral Hubs

Protection Committees played a central role in identifying risks, sharing information, and guiding families through safe, sequenced referrals across sectors, strengthening early response and reducing fragmentation.

4| Localisation and Community Leadership

Delivery was led by Bangladeshi and women-led partners, with 23.8% of funding channelled through local actors and 435 community members actively supporting protection and referrals, strengthening trust and sustainability.

Impact and Progress

- In 2025, the INSPIRE project delivered strong, integrated results across multiple sectors, reaching a total of 63,721 crisis-affected people with coordinated services across protection, health, education, livelihoods, disability inclusion, and emergency preparedness.
- Households reported improved safety, stronger access to services, reduced harmful coping strategies, and increased confidence in local systems.

“Accessing health, GBV, and psychosocial support in one place helped me feel secure and respected when I needed it most.”
— a woman survivor

Challenges and the Way Forward

Funding uncertainty and service disruptions required rapid adaptation and strong coordination across partners. Some integration processes also required sustained capacity strengthening.

Going forward, IRC will continue INSPIRE approaches while diversifying funding sources and strengthening multi-year partnerships. The focus will remain on scaling integrated, locally led systems that protect dignity, reduce risk, and strengthen resilience for crisis-affected communities.





Assisted Passage Program

Restoring Futures through Resettlement Pathways

For more than three decades, the Rohingya crisis has remained one of the world's most protracted displacement situations. Since 1992, over one million Rohingya have entered Bangladesh seeking safety. Without a durable solution, families remain stateless, dependent on humanitarian assistance, and restricted in movement, livelihoods, and long-term opportunity. In this context, resettlement stands out as the only durable solution currently delivering real, tangible impact.

Through resettlement, Rohingya families gain protection under the law, access to education and formal employment, freedom of movement, and a pathway to citizenship. Children can attend school without restriction, adults can work legally to support their families, and communities can rebuild with dignity and stability. Beyond immediate safety, resettlement restores agency and long-term opportunity, enabling self-reliance rather than prolonged dependency on aid. For many Rohingya families, it is currently the only pathway to lasting security, inclusion, and hope.

Resettlement programming through IRC Bangladesh builds on the organization's established expertise in resettlement, protection and health programming, government relations, advocacy, and Monitoring, Evaluation, Accountability, and

Learning (MEAL), alongside strong operational management. For Australia's Humanitarian Program, IRC carries out service delivery in Bangladesh as subcontractor to the Toll Group. IRC has been implementing resettlement processing in Bangladesh since 2022 and has deep technical expertise in resettlement case management, protection safeguards, health coordination, and interagency collaboration. By integrating programmatic and operational functions into a coordinated, client-centered approach, IRC streamlines case movement while maintaining high standards of safeguarding and quality health services. Robust MEAL systems and client feedback mechanisms strengthen accountability while ensuring data integrity and real-time oversight. This integrated model improves cost-efficiency, reduces duplication, and adapts to evolving caseloads—while upholding dignity, confidentiality, cultural sensitivity, and client agency at every stage."

“ I feel immense happiness knowing my children have a chance at better education and a brighter future. For that, I am truly grateful”
— A woman client who resettled with her children



Partnerships

Advancing Locally Led Humanitarian Action

In FY2025, IRC Bangladesh reinforced its “partner-first” approach under Strategy 100 (S100), emphasizing equality, shared decision-making, and capacity strengthening. Key innovations included increasing funding implementation through local partners, providing Indirect Cost Recovery to enhance partner sustainability, and hosting quarterly management-level meetings for joint learning, idea exchange, and donor engagement. IRC also facilitated direct dialogue between donors and partners, enabling mutual understanding of priorities and strengthening more effective localization support. In addition, local partners were engaged in technical task teams and co-creation of open-source tools under the SIDA-supported IRC–NEAR initiative.

These innovations strengthened localization by addressing gaps in equitable funding, technical capacity, and influence, while promoting locally led, contextually relevant programming and greater partner participation in program and policy development.

Funding through local partners improved cost-effectiveness and resource efficiency while expanding client reach. ICR support strengthened partner systems, financial management, and program delivery, while joint donor–partner engagement enhanced transparency, alignment, and collaboration.

Overall, more than 40 local partner organizations strengthened institutional capacity, delivering locally led programmes reaching 105,000 individuals in Rohingya and host communities.

Open-source tools also enabled broader CSO learning and adaptation across the Global South. As one partner noted, IRC’s ICR support strengthened their systems and enabled them to lead locally driven programs with greater confidence and capacity.

A notable example is Nari Maitree, a women-led national NGO, which through the IRC–NEAR initiative co-developed safeguarding tools under the Safe-guarding Task Team, drawing on decades of field experience to strengthen and share practical, locally grounded solutions globally.

Challenges

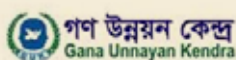
The year was marked by significant funding disruptions, including the US Government Stop Work Order, which interrupted ongoing partnership activities and required rapid suspension and reinstatement of programs. These shocks highlighted the fragility of funding flows and the operational burden placed on both IRC and local partners in maintaining continuity of services. They also reinforced the need for more predictable, flexible, and sustained funding to protect localization gains and strengthen partner resilience.

2026 and beyond

IRC Bangladesh will continue advancing S100 localization priorities by strengthening equitable partnerships, developing sector-specific partnership approaches, and scaling more structured, locally led programming models with clear milestones.

“IRC’s unconditional ICR support allowed us to strengthen policies, staff capacity, and financial management. We feel empowered to lead locally driven programs that protect children and communities.” — Roksana Sultana, Executive Director, Breaking the Silence

OUR PARTNERS in 2025



2025 Donor Grants & Projects

Project Name	Innovation Introduced	Problem Addressed	Impact on Clients
Foreign Commonwealth & Development Office (FCDO) - Education Research in Conflict and Protracted Crisis (ERICC)	Strengthening the evidence base for education in emergencies through research, piloting, and scaling interventions.	Improved outcomes for girls and boys in conflict and protracted crisis contexts, guiding evidence-based program design.	Research informs policy and practice; interventions are adapted to better meet children's learning needs.
Education Cannot Wait (ECW) through Plan International Bangladesh – Education for Rohingya Refugees and Host Communities	Delivery of Early Childhood Development (ECD), basic education, literacy, numeracy, and life skills programs.	Limited access to quality education for 9,985 vulnerable children in refugee and host communities.	Children gained foundational education and skills; parents and caregivers received targeted awareness on female education and inclusion of persons with disabilities.
Novo Nordisk Foundation – Self-Care for NCDs in Bangladesh and Nigeria	Research and interventions supporting self-care for diabetes and hypertension in humanitarian settings.	Gaps in evidence and cost-effective care models for NCD management in crisis-affected communities.	Strengthened individual and community capacity to manage chronic conditions through monitoring, community support, and empowerment.
DG ECHO through NRC – Well-being Enhancement for Refugees and Host Communities	Inclusive, complementary interventions across protection, health, education, and advocacy.	Limited access to services and empowerment opportunities for vulnerable populations.	38,501 individuals received protection; 27,690 individuals accessed primary healthcare; advocacy efforts enhanced policy engagement.
UNICEF – Technology for Education	Deployment of technology platforms and staff training to support quality learning for Rohingya children.	Lack of access to effective digital education tools in camps.	Improved learning outcomes; increased monitoring and evidence for program adaptation.
USAID BHA – Multi-sector Recovery and Empowerment Support	Integrated GBV, child protection, protection, economic wellbeing, and disaster risk reduction programs.	Multi-dimensional vulnerabilities in Cox's Bazar communities.	147,937 individuals reached across sectors, enhancing protection, resilience, and wellbeing.
U.S. Department of State, BPRM – Comprehensive Multi-Sector Response	Integrated health, nutrition, safety, and wellbeing services for refugees and host communities.	Limited coordinated access to essential services.	103,690 individuals served with healthcare, GBV, and nutrition support.
Breakthrough Prize Foundation – Signpost/InfoSheba	Two-way communication platform providing timely information to host communities.	Misinformation and lack of awareness affecting service access and social cohesion.	Improved decision-making, reduced tension, and enhanced peaceful coexistence.

Project Name	Innovation Introduced	Problem Addressed	Impact on Clients
UNFPA – Integrated SRH, Emergency Referral, and GBV Services	Multi-sector GBV and SRHR service delivery through health facilities and WGSS.	Inadequate access to SRH and GBV services.	25,596 individuals accessed GBV services; 24,000 women received SRHR support.
DFAT – INSPIRE: Integrated Services for Peace, Resilience, and Empowerment	Safe, equitable access to health, education, protection, GBV, child protection, livelihood, and ERD services.	Fragmented service delivery across multiple sectors.	Thousands reached across sectors, strengthening resilience and empowerment.
Sida – Client-Centered Humanitarian Response	Programme-Based Approach integrating protection, ERD, and health services.	Inefficient sectoral interventions in crisis-affected communities.	175,000 individuals reached with GBV, health, protection, and livelihood services.
UNICEF – GBV and Child Protection Monitoring	Strengthened monitoring, reporting, and prevention of child rights violations.	Increased protection gaps for children in camps.	Improved awareness, reporting, and access to services for children at risk.
DoHA through Toll Group – Assisted Passage Services	Coordinated resettlement support including health, case assessment, exit permits, and flights.	Safe and efficient resettlement of refugees.	1,600 Rohingya individuals successfully resettled to Australia.
FCDO through NRC – Rohingya Response and National Resilience Programme (RRNRP)	Legal assistance, rights awareness, and inclusive PHCC services.	Protection and health gaps in Cox's Bazar.	3,920 individuals received legal support; 25,490 accessed healthcare.
World Diabetes Foundation – Diabetes & Hypertension Care	Comprehensive primary healthcare for NCDs, including mental health, education, early diagnosis, treatment, and psychosocial support.	Limited NCD care in humanitarian settings.	170,000 individuals benefited from integrated NCD services.





Enabling Impact Through People, Integrity, and Operations

Supporting Staff Wellbeing and Organizational Resilience

IRC People & Culture (P&C) played a central role in supporting staff wellbeing and engagement during the year marked by budget constraints and project closures. Consistent application of HR policies ensured fairness, transparency, and process integrity. In line with IRC's Duty of Care, staff-maintained access to health insurance and strengthened psychological support services, reinforcing a safe, supportive, and resilient workplace. Proactive communication and policy guidance helped staff navigate periods of uncertainty and political unrest.

Safeguarding at the Centre of IRC's Work

Safeguarding remained a core expression of IRC's organizational vision and commitment to protection, accountability, and ethical humanitarian action. In FY2025, IRC strengthened its safeguarding systems, reporting mechanisms, and staff and partner capacities to ensure safe, inclusive, and respectful environments across all operations, even in a complex and high-risk context like Cox's Bazar. Confidential and survivor-centred reporting channels were further improved, reinforcing trust and enabling staff, partners, and community members to raise concerns safely, while inclusive and child-friendly feedback approaches expanded participation and accessibility. Safeguarding was further institutionalized across the organization through mandatory integration into performance systems and widespread staff orientation, embedding it as a shared responsibility rather than a standalone function. At the same time, IRC adapted to emerging risks by introducing digital safeguarding measures, strengthening behavioral standards, and applying an intersectional lens to better address diverse vulnerabilities. Together, these efforts reflect IRC's continued commitment to placing safety, dignity, and accountability at the centre of humanitarian response.

From Compliance to Ethical Practice

The Ethics & Compliance function strengthened IRC's culture of integrity, accountability, and risk prevention across operations. In FY2025, the focus shifted beyond compliance oversight to building staff and partner capacity to prevent fraud, misconduct, and safeguarding risks through practical guidance and shared ethical standards.

By strengthening systems, providing advisory support, and ensuring lessons from compliance cases inform organizational learning, the function reinforced internal controls and improved consistency across operations. This approach helped embed accountability as a core part of programme delivery and strengthened trust with donors and partners.

Overall, Ethics & Compliance contributed to a stronger organizational culture where integrity is actively built through prevention, capacity strengthening, and shared responsibility.

Integrated Operations for Humanitarian Delivery

IRC Bangladesh's operational system is a critical enabler of life-saving humanitarian response in Cox's Bazar, ensuring that assistance is delivered safely, rapidly, and in full compliance with humanitarian and national standards. Integrated functions across supply chain, logistics, safety and security, IT, and government engagement allow programmes to operate effectively in a complex and high-risk environment.

A key strength lies in IRC's end-to-end humanitarian supply chain, which manages procurement, warehousing, and the movement of essential medicines and relief supplies with strong quality assurance and accountability. This system ensures timely delivery of critical commodities while also supporting local markets through responsible sourcing and efficient supplier partnerships.

IRC's operational model is further distinguished by strong government coordination and risk-informed access systems, enabling consistent programme delivery across camps and host communities. Digital tools and adaptive systems enhance coordination and responsiveness, ensuring uninterrupted services in a dynamic context.

Collectively, these integrated operational capacities position IRC as a reliable humanitarian actor capable of delivering complex, multi-sector responses at scale while maintaining compliance, efficiency, and accountability.

2026 and beyond

Looking forward, IRC remains committed to strengthening safeguarding systems, preventive compliance, operational efficiency, and workforce wellbeing. These efforts will continue to promote a culture where staff, partners, and communities feel safe, respected, and empowered, ensuring accountability and integrity remain at the heart of IRC's humanitarian response.



Strengthening Collective Advocacy and Strategic Communications

In FY2025, IRC Bangladesh advanced a strategic advocacy and communications agenda, positioning itself as a leading voice on Rohingya refugees and climate-displaced communities across local, national, regional, and global platforms. Through sustained engagement, IRC influenced policy dialogue, mobilized donors and partners, and amplified the voices of affected communities to ensure evidence-based and inclusive humanitarian decision-making.

IRC strengthened engagement with the Government of Bangladesh and humanitarian actors on protection, education, livelihoods, and durable solutions, with a strong emphasis on meaningful participation of Rohingya and host communities. Its advocacy was grounded in evidence generated through programme learning, research, and community feedback, strengthening the credibility and relevance of IRC's policy positions in key decision-making spaces.

Over the year, IRC also played an active role in coordinated and collaborative advocacy across key coordination and sector platforms, including the Strategic Executive Group (SEG), ROCT, Protection, Health, Education, GBV sub-sector, and Child Protection sub-sector, as well as the Advocacy Working Group, ADSP, Protection Consortium, and the Asian Humanitarian Advocacy Platform. Through these platforms, IRC contributed to shared policy priorities and strengthened collective influence on the humanitarian response. IRC also supported the development and implementation of the Joint Response Plan 2025 as a key partner in the response.

The Government of Bangladesh recognized IRC as a key humanitarian actor and invited the organization to represent humanitarian agencies in high-level stakeholder dialogues in Cox's Bazar, where IRC conveyed community priorities and promoted more inclusive, community-driven approaches.

At the global and regional level, IRC actively engaged in forums including the UN High-Level Conference on Rohingya issues were highlighted during the UN high level conference in New York, the Global Refugee

Forum in Geneva, and at the Regional Humanitarian Partnership Week in Bangkok. In these spaces, IRC shared evidence-based analysis, including a notable study titled "The Cost of Waiting: Intergenerational Impacts of Protracted Rohingya Displacement," which explores how eight years of prolonged displacement are affecting the lives and prospects of Rohingya refugees and host communities in Cox's Bazar. IRC also shared program learning to influence policy on refugee response, localization, and sustainable solutions for displaced populations.

Additionally, IRC's communications strategy further strengthened visibility and impact by engaging mainstream and social media to highlight humanitarian needs, counter misinformation and disinformation, and elevate community perspectives through strategic storytelling and thought leadership.

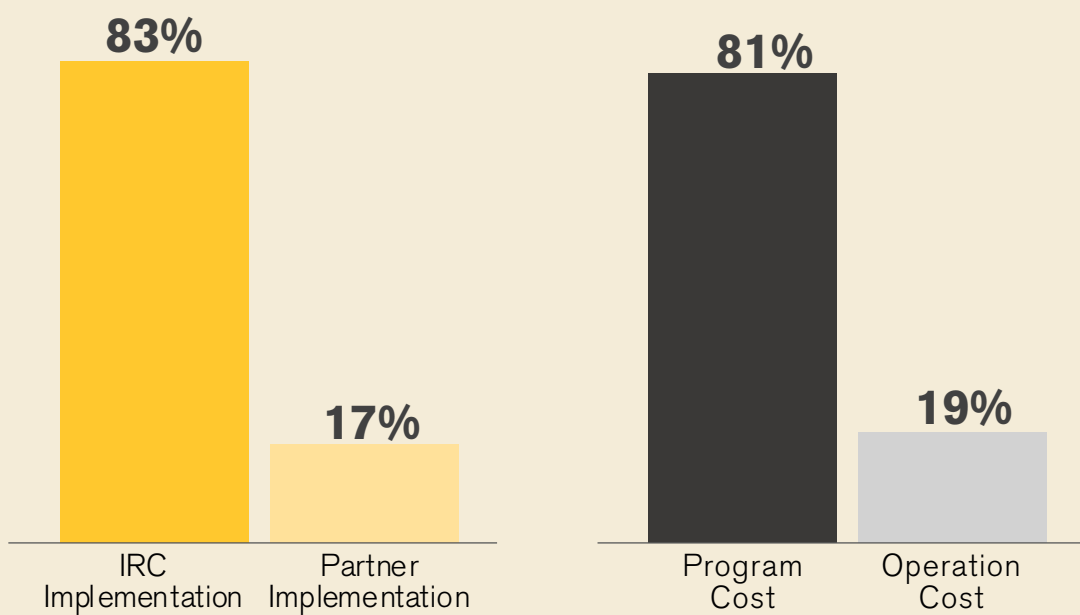
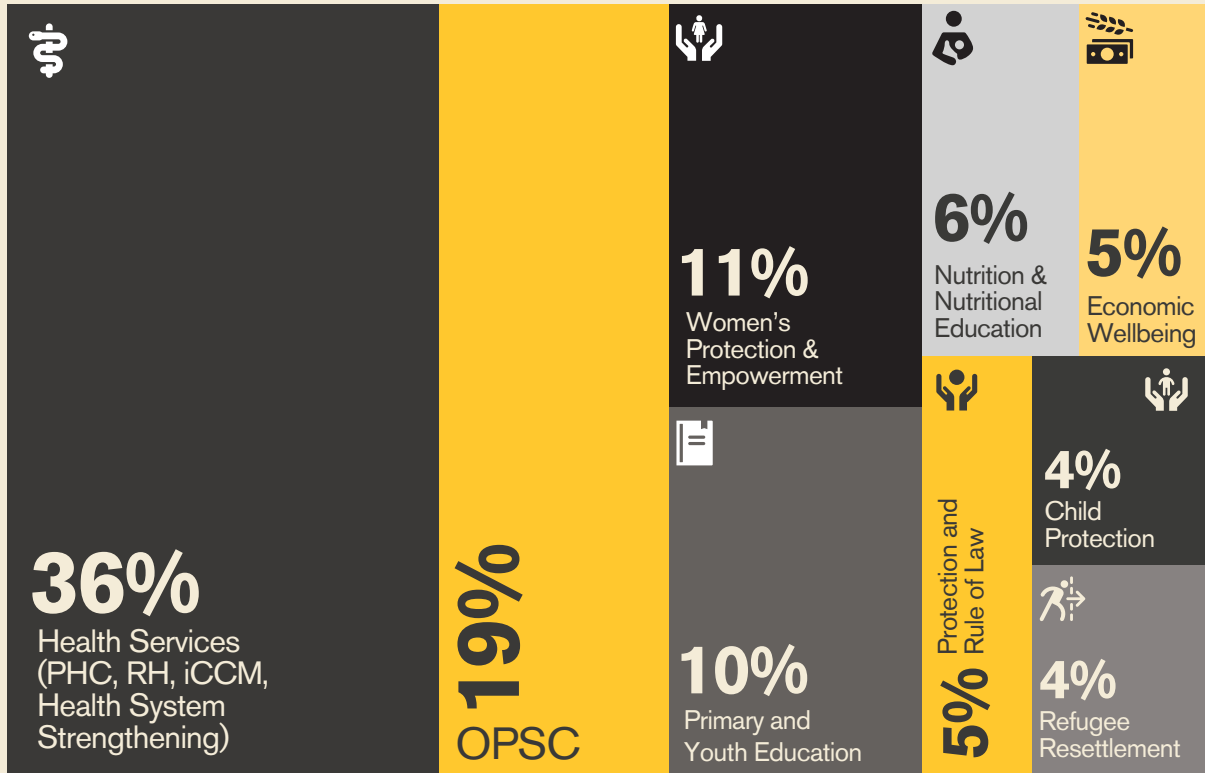
2026 and Beyond

In 2026 and beyond, IRC Bangladesh will further strengthen its evidence-based and collaborative advocacy approach, deepening engagement with national, regional, and global platforms to influence durable solutions for refugees and climate-displaced populations. The focus will be on expanding strategic partnerships, strengthening collective advocacy through networks, and ensuring community voices remain central to policy dialogue. IRC will continue to advance coordinated, evidence-based efforts to influence more inclusive, accountable, and sustainable humanitarian action.

“IRC has taken a leading role in the Rohingya response, amplifying voices and advocating for dignity, hope, and a better future. At a recent stakeholder dialogue in Cox's Bazar, IRC's Country Director powerfully echoed the Rohingya community's call for more than survival, calling for opportunity and respect.” — **Matilda Svensson, First Secretary, Embassy of Sweden in Bangladesh.**

2025 Financial Report


PROGRAMME-WISE BREAKDOWN





 House# CEN D(3), Road#95, Dhaka 1212, Bangladesh

 <https://www.rescue.org/country/bangladesh>

 <https://www.facebook.com/rescue.org.bd/>

